

MID-POINT ACCOMPLISHMENTS





District of Columbia Courts
Washington, D.C. 20001













June 2011

The District of Columbia Courts are now at the halfway point in implementing *Delivering Justice: Strategic Plan of the District of Columbia Courts 2008-2012*. The Joint Committee on Judicial Administration directed the Courts' Strategic Planning Leadership Council (SPLC) to undertake this mid-course assessment of how the Courts are doing in achieving the goals of the Plan in order to focus our efforts over the coming months and to report on our progress. The assessment is based on information obtained from judges and directors in the Court of Appeals, Superior Court and Court System, division Management Action Plans (MAPs), and feedback from employees through the 2009 Federal Human Capital Survey and other sources.

This report highlights a sampling of accomplishments since 2008, when the Plan became effective. It does not aspire to be comprehensive as there are too many activities underway by various individuals and groups. One of the benefits of having a Strategic Plan is that everyone has a shared understanding of the Courts' mission and vision and is empowered, within their own roles and areas of responsibility, to contribute to that vision. While celebrating our collective accomplishments, there is work still to be done, and we hope that this report will stimulate further discussion and action by our judiciary, workforce and justice system partners.

Priority Actions

Goal #	Priority Action	Implementation Status	
1.1	Implement a new automated jury system that will enhance the juror summoning and qualification process, thereby increasing participation in jury service by all segments of the community.	Completed	
1.2	Pilot staggered schedules for high volume calendars in all divisions to reduce waiting time for court participants and enhance case processing efficiency.	Partially Implemented	
1.2	Perform reviews of IJIS case records to identify related parties in order to enhance informed judicial decision-making.	Ongoing-- (Identity Consolidation Unit)	
2.1	Convene focus groups with organizations serving the Latino community to explore ways to enhance access and services for court users.	Ongoing	
2.1	Develop written materials that explain court processes and procedures (e.g., "What Happens in Arraignment Court," and a glossary of legal terms for court users) to enhance understanding for the public.	Ongoing	
2.1	Post Superior Court Rules online to assist attorneys and parties in conducting court business.	Completed	
2.1	Implement wireless connectivity within the Moultrie Courthouse as a convenience for court users.	Completed	
2.1	Expand Internet availability of case information to enhance public access.	Ongoing	
3.1	Expand the employee orientation program to include an introduction to the entire court system.	Completed	
3.1	Enhance staffing resources of the Center for Education and Training to facilitate greater coordination with the Courts' Judicial Education and Management Training Committees.	Ongoing	
4.1	Complete building renovations in accordance with the Courts' Facilities Master Plan.	Ongoing	
4.1	Help the public better navigate the Court by implementing a Court Greeters Program.	Completed	
4.1	Improve access to the Moultrie Courthouse while maintaining a safe environment.	Ongoing	
4.1	Seek funding to address facilities enhancements needed to improve access for persons with disabilities.	Ongoing	
4.1	Seek funding to enhance the security, functionality and habitability of the adult holding areas and the administrative offices occupied by the U.S. Marshals Service in the Moultrie Courthouse.	Completed	
4.2	Secure a new Court of Appeals case management system to replace the existing system which is over twenty years old.	Completed	
5.1	Enhance courtwide readiness to operate during emergencies by developing division-level Continuity of Operations Plans (COOPs) which integrate with the courtwide COOP.	Completed	
5.1	Ensure that staff are well-prepared to respond to security risks and emergencies by conducting mandatory staff training on security and emergency preparedness procedures.	Ongoing	
6.1	Host a Courtwide Open House to inform the community about the Courts.	Completed	
6.1	Develop a community outreach plan to enhance understanding of public perceptions and expectations about the Courts and to provide information to the public.	Ongoing	
6.2	Develop mechanisms for reporting concerns about judicial and staff treatment of court participants to enhance trust and confidence in the Courts.	To Be Addressed	

Strategic Issue 1

Fair and Timely Case Resolution

Fair and impartial court processes are essential to the just resolution of disputes. We must ensure that cases are resolved on the merits in accordance with the rule of law, while providing due process and equal protection. Court proceedings and treatment of litigants must be free of bias, as well as the appearance of bias. At the same time, courts must resolve cases in a timely manner and avoid undue delay. The effective administration of justice requires a careful balancing of the goals of fairness and timeliness.

Goal 1.1

The D.C. Courts will resolve cases fairly and impartially, without regard to race, ethnicity, gender, age, sexual orientation, economic status, or mental or physical disability.

Strategy 1.1.1

Foster understanding and respect for all people through diversity training for judicial officers and court personnel.

Strategy 1.1.2

Ensure that jury pools reflect the D.C. community.

Strategy 1.1.3

Enhance the quality and availability of legal representation for indigent parties.

D.C. COURTS ENHANCE FAIRNESS IN THE DELIVERY OF JUSTICE

Diversity Awareness (1.1.1)

- ✓ Multiculturalism and diversity training held quarterly for court employees.
- ✓ Annual courtwide educational events: Black History Month, Hispanic Heritage Month, American Indian Heritage Month.



Black History Month presentation by author Jesse Holland "Black Men Built the Capitol"



Hispanic Heritage Month CORO Awards



American Indian Heritage Month Dance Celebration

- ✓ 2009 Employee Conference featured keynote address “You Don’t Know Me Till You Know Me: A Dance With Diversity” by Dr. Michael Fowlin.



Employees Listen to Keynote Address by Dr. Michael Fowlin at 2009 Employee Conference

Inclusive Juries (1.1.2)

- ✓ New jury system allows merging of multiple juror source lists and quarterly National Change of Address updates to enhance accuracy of persons summoned for jury duty.
- ✓ 2010 juror yield performance measure, which tracks percentage of jurors summoned who are qualified and report to serve, increased by 9.5% to 22.4%.
- ✓ 2010 juror utilization performance measure, which tracks percentage of qualified jurors reporting for duty who are sent to courtrooms for *voir dire*; increased 12% since 2008, from 60% to 72%.

Indigent Legal Representation (1.1.3)

- ✓ Courts paid \$183 million for court-appointed legal representation for indigent persons in criminal and family cases (FY 2008-2010).
- ✓ Courts obtained two rate increases for court appointed attorneys to attract and retain highly qualified counsel for the indigent (2008-2009).



Pro Bono Conference 2009

- ✓ Access to Justice Commission, appointed by D.C. Court of Appeals, works to increase availability of civil legal services for indigent D.C. residents.
- ✓ Court of Appeals and Superior Court routinely review court-appointed attorney panels to ensure high-quality legal representation.
- ✓ Court-appointed attorneys in abuse and neglect cases trained by Children’s Law Center and National Institute of Trial Advocacy.
- ✓ Child Welfare Legal Clinic provided over 29,000 hours of clinic service since 2008 to indigent persons in abuse and neglect cases through partnership with University of the District of Columbia David A. Clarke School of Law.
- ✓ On-site resource centers provide free assistance to litigants who cannot afford legal representation; see **Assisting Self-Represented Litigants (2.1.5)**.

Goal 1.2

The D.C. Courts will resolve cases promptly and efficiently.

Strategy 1.2.1

Use time standards, alternative dispute resolution, and best practices to manage cases.

Strategy 1.2.2

Implement case scheduling practices to minimize delays for court participants.

Strategy 1.2.3

Provide accurate and timely information to judicial officers, court personnel, and other court participants.

Strategy 1.2.4

Ensure that magistrate and senior judges are effectively used.



D.C. COURTS MAKE STRIDES TOWARD TIMELY CASE RESOLUTION

Best Practices to Manage Cases (1.2.1)

- ✓ Court of Appeals' median time on appeal lowest in eight years in 2010 (402 days from notice of appeal to court decision).
- ✓ Court of Appeals pilot project to enhance quality of oral arguments by reducing time allotments initiated in 2010.
- ✓ Time to disposition and trial date certainty performance standards adopted in Superior Court (2009-2010).
- ✓ A second Landlord Tenant courtroom opened in 2009 to help expedite the large volume of cases.
- ✓ Housing Conditions Calendar allows tenants to file housing code complaints which are heard on an expedited basis (2010).
- ✓ Primary judge assigned to oversee adult criminal arraignments to enhance operations (2010).
- ✓ Fewer felony trials scheduled each week to discourage trial continuances and encourage speedier non-trial resolutions (2010).
- ✓ East of the River Community Court judge hears all U.S. misdemeanor cases that do not involve domestic violence from Wards 7 and 8, connecting offenders to social service needs.
- ✓ Mental Health Community Court refers criminal defendants presenting with mental health or substance abuse needs to an on-site Mental Health Department clinic for services.
- ✓ Domestic Violence Emergency Temporary Protection Order (ETPO) process streamlined in 2008.

- ✓ Domestic Relations Comprehensive Case Management Plan facilitates earlier initial hearings and use of Alternative Dispute Resolution where appropriate to foster case resolution (2008).
- ✓ Family Court is participating in a National Council of Juvenile and Family Court Judges' initiative, *Courts Catalyzing Change*, to reduce racial disproportionality and disparate treatment in foster care (2010).
- ✓ Mediation and other dispute resolution methods employed by Multi-Door Division to settle over 5,300 cases, partially settle another 535 cases, and assist nearly 7,200 persons in the Community Information and Referral Program between 2008 and 2010.



Multi Door Mediator Seminar

Reduced Waiting Time for Court Participants (1.2.2)

- ✓ D.C. Traffic Court staggered case scheduling for new citations reduces wait time for court participants (2008).
- ✓ Paternity and Support began staggered scheduling pilot to reduce wait time (2011).
- ✓ Superior Court assessing feasibility of staggered scheduling in Landlord Tenant and Domestic Violence courtrooms (2011).

Accurate and Timely Information (1.2.3)

- ✓ New Court of Appeals case management system will "go live" by summer 2011.
- ✓ Superior Court Identity Consolidation Unit established in 2009 to consolidate multiple, disparate identities in case management system into single standardized identity, facilitating judicial decision-making and case resolution.
- ✓ Superior Court continues transition to paperless or paper-on-demand environment, increasing accuracy and availability of electronic information in case management system and public records available on court website; see details under **Enhancing Productivity with Technology (4.2.2)**.
- ✓ Family Court enhancing interface with JUSTIS system to assist stakeholders in contacting probation officers to make more informed decisions about youth in the juvenile justice system.
- ✓ Superior Court installed state-of-the-art high-tech courtroom that facilitates presentation of testimony and evidence (2010).
- ✓ Arraignment Court (C-10) renovated into high-tech, wired courtroom that includes videoconferencing (2011).

Effective Use of Magistrate and Senior Judges (1.2.4)

- ✓ Senior judges utilized on unassigned calendars in Criminal Division and Family Court, enhancing trial date certainty and timely disposition of cases despite a high number of judicial vacancies.
- ✓ Senior judges assigned to train new judges, freeing associate judges to hear cases.

Strategic Issue 2

Access to Justice

Justice must be available to all members of our community. Differences such as culture, economics, language and physical traits can serve as barriers to justice. Courts must continually strive to identify and eliminate barriers to access, assist personnel in understanding persons with different needs, and provide appropriate information and services to ensure accessibility.

Goal 2.1

The D.C. Courts will promote access to justice for all persons.

Strategy 2.1.1

Regularly review court processes and services to identify and eliminate barriers to access.

Strategy 2.1.2

Enhance access to the Courts through satellite or community-based service centers, video-conferencing, electronic filing and case information, and other means.

Strategy 2.1.3

Conduct periodic training to ensure that judicial officers and court personnel understand the needs of persons who face potential access barriers.

Strategy 2.1.4

Provide court forms and written materials that use plain language and are available in multiple languages.

Strategy 2.1.5

Enhance access for self-represented persons by providing pro se filing packets and offering on-site assistance in all operating divisions.

Strategy 2.1.6

Collaborate with mental health advocates and law schools to assist cognitively impaired users.

D.C. COURTS PROMOTE ACCESS THROUGH NEW INITIATIVES AND TECHNOLOGY

Eliminating Communication Barriers (2.1.1)

- ✓ Standing Committee on Fairness and Access, appointed by the Court of Appeals, meets year-round to identify and eliminate barriers to access.
- ✓ Access to Justice Commission, appointed by the Court of Appeals, works to ensure access to civil legal services for indigent persons.



Judge McKenna and Charles Becker from the Office of Court Interpreting Services demonstrate interpreting services to a group of students.

- ✓ Courts expanded access to free foreign and sign language interpreting services for persons in court proceedings (2009).



Interpretation Services cards available at public offices allow court users to point to the language they speak.

- ✓ Language Access Coordinator designated to facilitate Courts' response to growing number of limited English-speaking court users (2010).
- ✓ Spanish-language interpretation provided in over 23,000 court proceedings, and in other languages in over 2,800 proceedings (2008-2010).
- ✓ Second full-time Spanish language interpreter hired to accommodate Spanish-speaking litigants (2010).
- ✓ Sign language interpretation provided in over 2,500 court proceedings (2008-2010).
- ✓ Permanent assistive listening devices installed in all courtrooms for persons with hearing impairments and limited English speakers (2009).
- ✓ Communication Access Real-Time Translation (CART) provides persons with hearing impairments the ability to participate in court proceedings (2008).

Community-Based Services and Technology (2.1.2)

- ✓ New Crime Victims Compensation Program satellite office in Northeast D.C. assists victims of violent crime with reimbursement of eligible crime-related costs (2010).
- ✓ Crime Victims Compensation Program partnership with community agencies provides temporary emergency shelter for domestic violence victims, since 2008.
- ✓ In partnership with multiple city agencies, domestic violence intake services provided to over 3,100 persons at Southeast satellite facility, located at United Medical Center, since 2008.

- ✓ Two (with a third nearing completion) Balanced and Restorative Justice Drop-In Centers (BARJ), located in the community, provide innovative rehabilitation and pro-social activities for juvenile offenders.
- ✓ Videoconferencing enables youth in treatment centers outside of D.C. to participate in their child welfare case proceedings (2010).
- ✓ Videoconferencing in Family Court mental health proceedings, to receive testimony from treatment providers, will commence in 2011, thereby saving time and expenses.
- ✓ D.C. Courts' website continually expanded to enhance public access:
 - Court of Appeals publishes instructions, forms, opinions and rules on website.
 - Court of Appeals broadcasts oral arguments live over the internet.
 - Superior Court publishes *pro se* manuals, instructions, forms and rules on website.



- Superior Court provides public access to civil, criminal, probate and tax case records online through Remote Access to Court Docket.
- Landlord Tenant dedicated email address assists the public in obtaining answers to questions about rental housing matters (2009).
- Probate Division "Live Chat" service enables customers to receive instantaneous answers to questions submitted via email; over 600 customers served to date (2010).
- Complete re-design of Courts' internet website scheduled for release summer 2011.

Training to Enhance Understanding of Courts' Role in Ensuring Access (2.1.3)

- ✓ 2011 Judicial/Management Conference examined court's role in ensuring access to justice using case study of Holocaust and German courts' failure to respond during the Nazi rise to power.
- ✓ 2009 Judicial/Management Conference judges' theme was "Access to Justice."
- ✓ 2008 Judicial/Bar Conference addressed problem-solving courts and equal access for *pro se* litigants.

Plain and Foreign Language Documents for Court Users (2.1.4)

- ✓ New Family Court handbook assists older youth transition out of foster care to independent living (2009).
- ✓ New informational video assists families with child abuse and neglect cases by explaining how a case moves from child's removal from home to reunification or other outcomes that serve child's best interests; the goal is to decrease the anxiety about the process and to enhance participants' understanding (2010).
- ✓ Spanish-language forms translations prioritized; other language translations planned in accordance with D.C. and Federal Language Access Act.
- ✓ Crime Victims Compensation Program brochures translated into six languages to ensure access to services for non-English speakers.
- ✓ Family Court implemented new court forms for proceedings in abuse and neglect cases to comply with new legal requirements (2010).

Assisting Self-Represented Litigants (2.1.5)

- ✓ Court of Appeals updated *Pro Se Self Help Guide* assists self-represented parties during appellate process (2009).
- ✓ **Self-Help Centers** operated via D.C. Bar and Superior Court partnership assist persons who represent themselves in court:
 - **Consumer Law** Resource Center assists parties with debt collection, contractor, and other issues involving Consumer Protection Procedures Act
 - **Landlord Tenant** Resource Center assists individuals with rental housing matters
 - **Small Claims** Resource Center assists persons with claims of \$5,000 or less
 - **Tax Sale** Resource Center assists persons with residential tax sale cases
 - **Family Court** Self-Help Center assists persons in any type of family case
 - **Probate** Resource Center assists persons with filing a will, small estates, guardianships
- ✓ Domestic Violence Intake Center assisted over 10,000 mostly self-represented persons between 2008 and 2010.
- ✓ Probate Division Small Estates Specialists assist approximately 650 mostly self-represented persons file small estates cases annually.
- ✓ Family Court Self-Help Center, staffed by court employees with assistance from volunteer attorneys, assisted over 21,000 persons since 2008.
- ✓ Electronic guide assists self-represented parties in Family Court understand a complicated law which determines where custody disputes should be filed.



Vera Stanley assists a customer in the Family Court Self-Help Center

Assisting Court Users with Mental Health Needs (2.1.6)

- ✓ Mental Health Community Court serves criminal defendants with mental illness and/or substance abuse; over 1,000 individuals referred since court's inception in 2007.
- ✓ Mental Health Community Court expanded to non-violent felonies in 2011.
- ✓ In 2011 Mental Health Community Court selected by National Center for State Courts as one of five test sites to develop national performance standards for mental health courts.
- ✓ Mental Health Urgent Care Clinic, operated by District's Department of Mental Health and Psychiatric Institute of Washington, provides immediate on-site mental health services for individuals appearing in court with acute substance abuse or mental illness symptoms; over 800 individuals served since Clinic opened in 2008.



Chief Judge Satterfield, Judge Keary and local dignitaries at the opening of the Superior Court Mental Health Urgent Care Clinic.

- ✓ Mental Retardation Volunteer Advocates Program serves individuals with intellectual disabilities under Family Court supervision.
- ✓ Juvenile Behavioral Diversion Program links juveniles under Court Social Services' supervision with appropriate mental health services in the community while enhancing public safety (2011).
- ✓ Guardianship Assistance Program volunteers provided more than 8,000 hours of service to nearly 225 incapacitated adults under Probate Court supervision since program began in 2008.



Attendees of the Probate Division's first Guardianship Conference.

Strategic Issue 3

A Strong Judiciary and Workforce

The effective administration of justice depends upon a team of judicial officers and court personnel who are committed to public service and well-prepared to perform their duties. Continuing professional education and training is vital, since we administer justice in a constantly changing legal, technological and social environment. Our workforce must reflect the diversity of the community we serve in order to maintain the trust and confidence of the public.

Goal 3.1

The D.C. Courts will maintain a skilled and diverse workforce, and foster high achievement and job satisfaction.

Strategy 3.1.1

Provide training to judicial officers and court personnel which increases professional knowledge and skills and enhances job performance.

Strategy 3.1.2

Promote diversity by attracting and retaining personnel of differing backgrounds and experiences.

Strategy 3.1.3

Implement programs to enhance employee performance and satisfaction.

Strategy 3.1.4

Develop an organizational culture that fosters open communication and information-sharing among judges, managers, and staff to enhance decision-making, teamwork, and a cohesive work environment.

Strategy 3.1.5

Establish a workforce planning and development initiative to address future human capital needs.

D.C. COURTS FOCUS ON STRONG JUDICIARY AND WORKFORCE NOW AND IN THE FUTURE

Training and Professional Development (3.1.1)

- ✓ Annual Judicial Conferences addressed such topics as:
 - *Transitions: The Future of the Legal Profession* (2008)
 - *The CSI Effect: Computers, Science, and the Internet: Impact on the Administration of Justice* (2009)
 - *Survival Strategies for Modern Legal Times* (2010)
 - *Implicit Bias: Recognizing It and Dismantling It* (2011)



Attorney General Eric Holder was the keynote speaker at the 2009 Judicial Conference.

- ✓ *Professionalism/Civility Forum* hosted by Criminal Division for Bar, Judiciary, and other justice system participants in 2008.
- ✓ *Violence in Our Community: Understanding and Responding* conference hosted by Criminal Division in 2011.
- ✓ *Lethality Assessment and Vicarious Trauma* training for Domestic Violence Unit personnel conducted by D.C. Domestic Violence Coalition in 2010.

- ✓ Family Court Annual Interdisciplinary Training offered in October of each year to the Family Court Bar, staff, Judiciary and other stakeholders addressed the following topics: *Involving and Empowering Our Families* (2008); *Domestic Violence in Families: Strengthening the Community Response* (2009); and *Child Sexual Abuse and Exploitation: Educating, Empowering and Transforming Lives* (2010).
- ✓ *Involving Non-Custodial Fathers in Abuse and Neglect Cases Training* sponsored by Counsel for Child Abuse and Neglect Office in 2009.
- ✓ *Court Social Services Training Academy* for new juvenile probation employees held in 2008.



Social Services Division Training Graduation

- ✓ Third Annual *Guardianship Conference* hosted by Probate Division in 2011, focusing on protecting incapacitated adults from financial exploitation and improving quality of life and featuring an expanded information fair.
- ✓ *Auditing Conference* hosted in 2011 for family members and attorney fiduciaries handling financial affairs of incapacitated adults or minors.

- ✓ Court employees enhanced their job knowledge and skills by completing over 45,000 hours of training in 495 classes sponsored by the Courts' Center for Education and Training from 2008 through 2010.
- ✓ 64 court employees graduated from the Courts' selective Management Training Program (2008-2010).

Promoting a Diverse Workforce (3.1.2)

- ✓ Courts' EEO Office monitors equal employment activities on a continuing basis.
- ✓ Most recent EEO report concluded that minorities and females are well-represented in D.C. Courts' workforce in comparison to D.C. metro area population.
- ✓ Job fairs for minority groups hosted by Human Resources Division have enhanced applicant diversity.
- ✓ Minority outreach efforts by Multi-Door Division enhance diversity in Courts' mediator pool.

Building a Great Place to Work Initiative (3.1.3)

- ✓ 78% of judges and staff participated in 2009 Federal Human Capital Survey of workplace satisfaction; results used to implement D.C. Courts' "Building a Great Place to Work" initiative.
- ✓ Health and Wellness and Work-Life Balance Programs established in 2010 help employees manage their health, work and personal demands.

Work Environment That Fosters Open Communication (3.1.4)

- ✓ Chief Judges swear in new employees and hold 6-month follow-up brown bag lunches to reconnect and see how employees are doing.
- ✓ As a follow-up to the Human Capital survey, the Courts have identified internal communication as one of several priority areas to address.
- ✓ New intranet launched in 2011 features greatly expanded internal communication and information-sharing capabilities, including collaborative workspace.
- ✓ Courts FY2012 budget request seeks funding for Communications Specialist to enhance internal communications.
- ✓ Courts hold annual Judicial and Manager conferences and biannual Employee conferences to enhance knowledge exchange, teamwork and a cohesive work environment.



Pictures from 2008 and 2009 Judicial, Manager and Employee Training

Planning for the Workforce of the Future (3.1.5)

- ✓ Strategic Human Resources initiative launched in 2010 to address long-term human capital needs, workforce planning, and employee development.
- ✓ Management Training Program, launched in 2008, provides annual leadership development training for selected court staff identified with high potential for future management positions.
- ✓ New Supervisor Training Program implemented in 2010, emphasizes team-building, human resources law, performance management, and addressing difficult employee behaviors.

Strategic Issue 4

A Sound Infrastructure

Court facilities must support efficient operations and command respect for the independence and importance of the judicial branch in preserving a stable community. Modern technology must be employed to achieve administrative efficiencies and enhance the public's access to court information and services.

Goal 4.1

Court facilities will be accessible to the public and support effective operations.

Strategy 4.1.1

Ensure that court facilities are easily navigable and accessible to all persons, particularly persons with disabilities.

Strategy 4.1.2

Provide functional and comfortable work space for judicial officers and court personnel.



Example of ADA enhancement in public offices – wheelchair-accessible work station

D.C. COURTS CONTINUE AWARD-WINNING BUILDING RENOVATIONS

Accessible Court Facilities (4.1.1)

- ✓ Courts' building renovations incorporate facilities' recommendations of Standing Committee on Fairness and Access.
- ✓ All new construction and renovation projects comply with American with Disabilities Act requirements and the Architectural Barriers Act Accessibility Guidelines.
- ✓ New signage installed throughout Judiciary Square in 2010 to improve access to court facilities.
- ✓ 2011 capital budget includes \$11 million for infrastructure improvements including improved signage and ADA access.

Building Renovations Enhance Operations (4.1.2)

- ✓ Courts continue to enhance and upgrade facilities by implementing the Facilities Master Plan through a series of capital projects as funding permits:
 - Buildings A and B exterior restoration completed in 2008-2009; Building A interior renovations completed for Probate and Multi-Door Divisions in 2008.
 - Court of Appeals' restoration completed in 2009; 190-year-old Historic Courthouse designated one of America's Treasures; received national and local recognition for architectural integrity and construction excellence.



Historic Courthouse is home of District of Columbia Court of Appeals

- Park at southeast corner of Historic Courthouse completed in 2010; new open space expands urban oasis surrounding Courthouse.



Park on Historic Courthouse Property

- Within Moultrie Courthouse, fifth floor renovated as new home of the Civil Division; juvenile holding facilities renovated and expanded to provide state-of-the-art secure facilities for juvenile detainees and juveniles at risk; new secure glass main entrance; cellblock upgrades; renovation and security upgrades to internal corridors; new entry plaza (2009-2010);



Superior Court secure main entrance

- Family Court Clerks' Offices consolidated on JM-level; Arraignment Court renovated on C-level; sixth floor renovated with new Superior Court library and other offices (2011).

Goal 4.2

The D.C. Courts will employ technology to support efficient operations and informed judicial decision-making.

Strategy 4.2.1

Ensure that technology investments are aligned with the Courts' strategic goals and are cost-effective.

Strategy 4.2.2

Maximize staff productivity by providing up-to-date, stable and reliable technology and customer support.

D.C. COURTS LEVERAGE TECHNOLOGY TO DELIVER JUSTICE

Aligning Technology with Strategic Goals (4.2.1)

- ✓ Information Technology Steering Committee reviews proposed and existing technology investments to ensure alignment with strategic goals and cost-effectiveness.
- ✓ Information Technology Division Strategic Plan identifies long-range objectives for how D.C. Courts will use technology to support operations.

Enhancing Productivity with Technology (4.2.2)

- ✓ Court of Appeals' new case management system will incorporate e-filing in Phase II, anticipated for 2012.
- ✓ Superior Court transitions to paperless or paper-on-demand case processing:
 - Criminal Division implemented paper-on-demand in 2009; received grant to develop e-filing in collaboration with Criminal Justice Coordinating Council and D.C. Attorney General's Office in 2010;
 - Civil Actions cases e-filed since 2007, except initial pleadings, which are slated for e-filing in 2011;
 - Landlord Tenant began e-filing judicial orders in 2009;
 - Small Claims completely paperless; began e-filing judicial orders in 2009; orders and judgments entered directly from courtroom in 2010;

- Domestic Violence implemented jacketless system for misdemeanor cases in 2010;
- Family Court launched data exchange project with Child and Family Services Agency in 2010; first phase allows automated filing of new abuse and neglect cases; future phases will enable subsequent pleadings and court orders to be transmitted electronically;
- Probate Division slated for e-filing in future;
- Tax Division slated for e-filing in future.

- ✓ New software streamlines case management in Crime Victims Compensation Program (2010).
- ✓ New web-based mediation system allows Multi-Door Division to better manage mediators and streamline creation of mediation agreements (2010).
- ✓ Web-based voucher system for attorney and mediator payments automated for the Court of Appeals, Multi-Door, and Family Court Mental Health & Habilitation Branch in 2010.
- ✓ On-line issuance of Arrest and Search warrants pilot project with Metropolitan Police Department helps reduce police overtime and keep officers on the street (2010).
- ✓ Real-time court reporting provided to 12 courtrooms, allowing judges instant access to proceedings to enhance decision-making.

- ✓ Court Reporting Division implemented paperless transcript filing and tracking system in 2009, providing quicker retrieval for ordering parties and the Court of Appeals.

Strategic Issue 5

Security and Disaster Preparedness

The people of the District of Columbia must have confidence that their courts are safe and secure, and will continue to operate during an emergency or disaster. Heightened security risks in the Nation's Capital pose significant challenges which we must continuously assess and plan for diligently. Court personnel must perform their daily duties without concerns for their safety or that of the public, and respond quickly and effectively in the event of an emergency.

Goal 5.1

The D.C. Courts will provide a safe and secure environment for the administration of justice and ensure continuity of operations in the event of an emergency or disaster.

Strategy 5.1.1

Improve and continuously assess the safety of persons in the courthouse, and regularly test the effectiveness of security and emergency preparedness procedures.

Strategy 5.1.2

Provide routine communication and training on security and emergency preparedness procedures to judicial officers and court personnel.

Strategy 5.1.3

Ensure that the Courts' Continuity of Operations Plan is coordinated with all justice system components, continuously assessed and updated, and appropriately communicated.

Strategy 5.1.4

Implement procedures to protect the Courts' vital records in the event of an emergency or disaster.

D.C. COURTS ADVANCE SAFETY AND DISASTER PREPAREDNESS

Assessing Courthouse Safety and Security (5.1.1)

- ✓ Security Committee meets monthly to review policies and enhance court security.
- ✓ Control access entry systems, and duress alarms and cameras, installed in Moultrie Courthouse, Buildings A, B and Gallery Place.
- ✓ Telephone intercom system to broadcast emergency announcements installed on all court telephones.
- ✓ Emergency kits distributed to judicial officers and court personnel.
- ✓ Judicial chambers' entry systems upgraded.
- ✓ Emergency notification system upgraded allowing notices to be sent to home phones, computers (home and work), cell phones, pagers.
- ✓ New juvenile holding area constructed (2009).
- ✓ New secure entry system for staff and the public installed in Moultrie Courthouse (2010).
- ✓ U.S. Marshals Service administrative space and Sally Port upgraded in 2010; Arraignment Court renovated in 2011; renovation of cellblock is underway.
- ✓ Increased the number of Court Security Officers by 50 officers, to 130 officers in total.
- ✓ Chief Security Officer hired as permanent, full-time position (2010).

Security and Emergency Preparedness Training (5.1.2)

- ✓ Court Security and Emergency Preparedness Awareness Month held annually in April.
- ✓ Over 50 court employees completed Community Emergency Response Team (CERT) Training.
- ✓ New employees participate in mandatory security training as part of orientation program.

Continuity of Operations Planning (5.1.3)

- ✓ D.C. Courts participate on city-wide Criminal Justice Coordinating Council, collaborating with District and Federal governments to ensure that all D.C. criminal justice agencies can successfully coordinate emergency responses as they serve and protect the public.
- ✓ Remote disaster recovery site preparations are ongoing to ensure the Courts can function effectively in an emergency.
- ✓ Courtwide Continuity of Operations Plan (COOP) and division-level COOPs are continuously updated.

Protecting Vital Records (5.1.4)

- ✓ Disaster Recovery & Business Continuity Operations Phase II implemented by providing operational remote site and regular testing.
- ✓ Probate Division Digital Wills Project, designed to preserve digital copies of all wills filed in the District of Columbia since 1801, to be completed Summer 2011.

- ✓ Vital court records are stored off-site in a convenient, safe and secure location by the Administrative Services Division.

Pictures from 2010 Safety and Security Month



Strategic Issue 6

Public Trust and Confidence

Trust and confidence in the courts are essential to maintaining an orderly democratic society. The people must perceive the judicial branch as fair and independent in resolving cases. At the same time, as a public institution courts are accountable for their performance and use of public funds. We must continually strive to be open and accessible to the community, while ensuring the independence of court decisions.

Goal 6.1

The D.C. Courts will inform the community about the role of the judicial branch, promote confidence in the Courts, and foster the sharing of information among justice system agencies and the community.

Strategy 6.1.1

Inform the public about the Courts through town hall meetings, community forums, a Judicial Speakers Bureau, and judicial participation in Law Day events at area schools.

Strategy 6.1.2

Actively participate in District and justice system interagency committees, work groups and other forums to address community issues.

Strategy 6.1.3

Ensure adherence among court personnel, court participants and the judiciary to applicable professional practice standards and codes of conduct, dress and behavior.

D.C. COURTS REACH OUT TO THE COMMUNITY

Informing the Community About the Courts (6.1.1)

- ✓ Court of Appeals held oral arguments at law schools in the District to make appellate process more accessible to the public.
- ✓ Community Open House held on May 1, 2009 (Law Day) provided several hundred District residents the opportunity to:
 - Attend a town hall meeting with the Chief Judges and Presiding Judges
 - Obtain free legal assistance from D.C. Bar pro bono clinics and legal service providers
 - Learn about court employment opportunities at a job fair
 - Participate in and observe mock trials for high school and third grade students
 - Ask questions at informational booths staffed by court employees
 - Observe court hearings in session



May 1, 2009 Community Open House

- ✓ Chief Judges regularly meet with community groups to provide information and answer questions about the Courts.
- ✓ Standing Committee on Fairness and Access coordinates outreach sessions with organizations that serve individuals who face special challenges accessing the Courts, such as those with limited English proficiency, self-represented litigants, etc.
- ✓ East of the River Community Court sponsors semi-annual community forums.
- ✓ Annual Youth Law Fair hosted in partnership with D.C. Bar brings hundreds of local high school students, educators, lawyers and judges together to explore issues facing youth in the D.C. area.
- ✓ Annual Adoption Day hosted by Family Court enables the community to observe and share in the celebration of the adoption process.



Adoption Day 2009

Working with Justice Partners (6.1.2)

- ✓ D.C. Courts participate on numerous interagency committees such as:
 - Criminal Justice Coordinating Council
 - Access to Justice Commission
 - Council for Court Excellence
 - East of the River Community Court
 - AARP Legal Counsel for the Elderly
 - D.C. Bar Pro Bono Programs
 - Child Abuse and Neglect Education
 - Child Support Task Force
 - Child Welfare Leadership Team
 - Family Treatment Court Stakeholders
 - Executive Committee of the Fathering Court
 - Juvenile Detention Alternative Initiative

Professional Standards and Codes of Conduct (6.1.3)

- ✓ New Employee Orientation includes mandatory training on personnel policies, sexual harassment, ethics and equal employment opportunity.
- ✓ Equal Employment Opportunity Officer teaches classes on codes of conduct.
- ✓ Family Court and Criminal Division host regular civility trainings to enhance participants' understanding and communication.

Goal 6.2

The D.C. Courts will be accountable to the public.

Strategy 6.2.1

Prepare budget submissions that support effective and efficient operations, and manage funds prudently.

Strategy 6.2.2

Ensure the availability of case and workload information, financial reports and audits, and budget submissions.

Strategy 6.2.3

Implement courtwide performance measures and regularly issue reports on how the Courts are performing.

Strategy 6.2.4

Establish programs and procedures based on proven practices and research that enhance the administration of justice.

Strategy 6.2.5

Seek independent assessments of court operations, programs, and services.

Strategy 6.2.6

Provide effective supervision of juvenile probationers to promote public safety and rehabilitation, and reduce recidivism.

D.C. COURTS EMPHASIZE OPENNESS AND ACCOUNTABILITY

Effective Court Budgets (6.2.1)

- ✓ Court divisions submit budget justifications with key performance indicators for major programs.
- ✓ Courts received unqualified audit opinions for FY 08, FY 09, and FY 10 financial statements and for the Crime Victims Compensation Program audit; this is a recognized measure of fiscal accountability.

Availability of Information (6.2.2)

- ✓ Caseload, workload and financial information, including the Courts' budget, provided in annual *State of the Judiciary* report and on the Courts' website.
- ✓ Remote Access to Court Dockets (RACD) System provides case information and all docket entries for civil, criminal, tax and certain probate cases remotely via Courts' website.

Reporting Court Performance (6.2.3)

- ✓ 7 D.C. Courts' performance measures provide a balanced picture of court performance:
 - Access to justice
 - Case processing—time to disposition, trial date certainty, clearance rate, age of pending caseload
 - Effective use of jurors
 - Perceptions of equality and fairness
 - Fiscal accountability
 - Integrity of court records
 - Work engagement
- ✓ Courtwide performance measures implementation in progress; future reports will report on all measures.
- ✓ Courts' multi-year business intelligence initiative creating enterprise data warehouse and expanded performance reporting and analysis capabilities (2010).

Proven Practices to Deliver Justice (6.2.4)

- ✓ Crime Victims Compensation Program received over 9,500 assistance claims from victims of violent crime between 2008 and 2010; the Program reimbursed over \$30 million, or an average of \$2,800 - \$3,100 per claim, in eligible crime-related costs to these victims.
- ✓ Family Treatment Court enabled over 100 mothers in the child welfare system with substance abuse problems to participate in year-long residential and outpatient rehabilitation program designed to help them regain control of their lives and be re-unified with their children (2008–2010).

- ✓ Fathering Court is 2010 recipient of "Bright Idea" award from Harvard University Ash Center for Democratic Governance and Innovation; this court program enables ex-offenders with active child support cases to receive parenting education, employment counseling, job training and placement services, helping fathers to meet their support obligations and reconnect with their children.
- ✓ Family Court operates Parenting Coordinator Program, with assistance of graduate students from local universities, to provide parenting services to families involved in contested custody cases; the office conducted 227 sessions, serving 35 families in 2010.
- ✓ Program for Agreement and Cooperation in Child Custody Disputes (PAC) offers educational seminars for parents in high conflict child custody disputes; 7,100 parents and 900 children participated in education seminars between 2008 and 2010.
- ✓ See also 1.2.1, 2.1.2, 2.1.5, 2.1.6, 6.2.6.

Independent Assessments (6.2.5)

- ✓ Criminal Division East of the River Community Court recidivism study by Westat, Inc. to be completed by Summer 2011.
- ✓ Family Treatment Court program evaluation by Westat, Inc. to be completed by June 2011.
- ✓ Program for Agreement and Cooperation in Custody Cases (PAC) evaluation by Child Trends completed 2009.
- ✓ Fathering Court process evaluation by National Center for State Courts completed 2009.

- ✓ National Center for Juvenile Justice study to examine reoffending activity of youth in D.C. to be completed in 2011.
- ✓ Administrative Services Division implemented a program to evaluate customer service at the Information Center (2009).
- ✓ Research and Development Division conducts independent program evaluations and monitors adherence to grant guidelines (ongoing).

Effective Supervision of Juveniles on Probation (6.2.6)

- ✓ Family Court Social Services Division (CSSD) supervises approximately 1,600 juveniles a day, roughly 60%-65% of all youth involved in the city's juvenile justice system.
- ✓ CSSD develops models and services replicated in jurisdictions nationwide.
- ✓ New case management approach, Family Group Conferencing, implemented by CSSD for youth under supervision; engages youth in the development of their own supervision plans with collaboration and support of family members (2008).
- ✓ CSSD operates two community-based Balanced and Restorative Justice Drop-In Centers that provide an alternative to detention for court-involved youth; centers offer probation supervision, recreation, therapeutic and life skills services.



Probation Officers in a Drop-In Learning Room

- ✓ Child Guidance Clinic doctoral psychology internship program provides individual and family counseling to youth and families involved in Family Court.
- ✓ Leaders of Today in Solidarity (LOTS) delivers pre-and post-disposition and supervision services to adolescent females in the juvenile justice system; served over 700 youth in 2008, 800 youth in 2009 and 600 youth in 2010.
- ✓ Ultimate Transitions Ultimate Responsibilities (UTURN) program addresses complex needs of most seriously court-involved boys and young men and offers an alternative to post-disposition commitment; served over 160 youth in 2008, 350 youth in 2009, and 300 youth in 2010.

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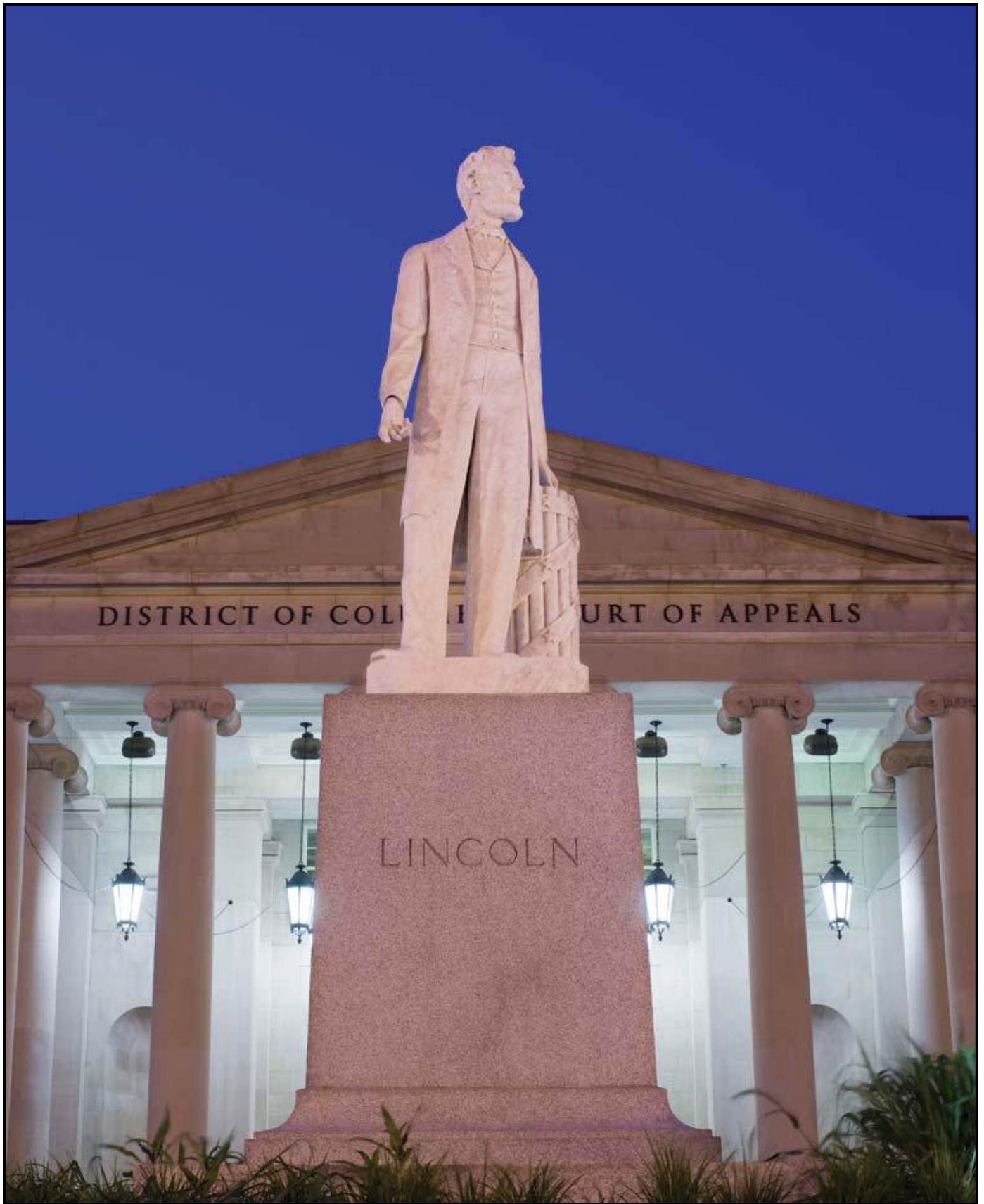
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All